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# **COOPERATIVE EXTENSION SYSTEM EFFORTS IN SUPPORT OF THE DEVELOPMENT OF THE U.S. TOURISM INDUSTRY:**

## **A Report to Congress**

### **Prepared for:**

U.S. House of Representatives  
Committee on Small Business  
Subcommittee on Procurement, Taxation and Tourism  
Congressman James Bilbray, Chairman

### **Prepared by:**



Extension Service  
U.S. Department of Agriculture

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## EXECUTIVE SUMMARY

### COOPERATIVE EXTENSION SYSTEM EFFORTS IN SUPPORT OF THE DEVELOPMENT OF THE U.S. TOURISM INDUSTRY

As the nation experiences fundamental changes in its economic structure, communities are faced with tough decisions on how to create, retain, or attract jobs for their citizens. Often these communities use "traditional" strategies of economic development such as attracting industrial or manufacturing firms. Others look to diversify their economic base and provide some protection against cyclical economic forces or global competition. An increasingly common strategy among communities is to explore the potential of the travel and tourism industry as a way of creating new businesses and jobs.

Tourism is the fastest growing sector in America and is projected to be the Nation's largest industry in the next decade. According to the U.S. Travel Data Center, tourism expenditures grew 43% between 1985 and 1990 and are expected to continue at that pace into the future. No other industrial sector can match this level of growth. With the perceived relative low cost of tourism development, it is easy to understand why communities are drawn to tourism as an economic development strategy.

This is not to imply that tourism is free of creating adverse economic impacts in some communities. There is evidence to show that done without proper planning and preparation tourism can cause hardships on certain sectors of the economy, the population, and the community. To address this potential problem, Dr. Pat Long, Chairman of the National Rural Tourism Development Foundation, writes:

*"Successful development and management of a tourism industry requires three main ingredients: (1) leadership, (2) a planning process, and (3) technical assistance. If a community is lacking in any one of these, the chances for long term successes and sustainability of the tourism effort will be diminished. As the tourism development effort progresses, communities that are able to systematically plan for tourism are most likely to realize the benefits associated with the integration of these three key ingredients."*

Unfortunately, too many communities simply do not have ready access to such assistance. State tourism or economic development offices often do not have the personnel nor resources needed to provide assistance to everyone who wants it. Often, State law requires State tourism offices to focus on tourism *promotion and marketing*, leaving tourism development to county or regional economic development organizations or the private sector. While this is often argued as a good thing, it has disadvantages. Many rural communities do not have the financial resources to hire consultants to help them develop their tourism sector. To whom are they to turn for assistance?



The Cooperative Extension System (CES) tourism programs supplement and enhance State tourism efforts by providing community-based educational workshops and technical assistance where State or private sector programs may not be available. For example, the University of Minnesota Cooperative Extension Service has created a "self-help" manual for tourism development that walks communities through the tourism development process. The process includes attraction assessment, community values, infrastructure requirements, and economic impacts. State CES tourism specialists use this manual (and other CES-developed materials) to help communities develop a comprehensive tourism development plan. Technical assistance is then made available to support the community's tourism development plan. Through this process, CES has trained countless citizens and economic development professionals in leadership, planning, and program development.

CES believes that this outcome-oriented process of community assessment, strategic planning, developing local leadership, and technical training is key to increasing the potential for success in any tourism development effort. The CES has developed programs that address these issues individually and collectively. Research is a critical component of all Extension economic development programs. Over the years, Extension programs and research in community and economic development have spawned many well-respected programs such as business retention and expansion visitation programs, retail development, bed & breakfast management, economic input/output modeling programs, and tourism development.

Through its many years of working in communities, Extension understands the importance of collaboration and cooperation. This willingness to form partnerships also extends to other Federal and State agencies and the private sector. For example, the U.S. Travel and Tourism Administration (USTTA) contracted with Extension State tourism specialists from the University of Missouri to produce all three versions of USTTA's tourism development guide Tourism USA. Extension's OuR-TOWN tourism development project specifically links CES programs with those of State travel offices, private sector telecommunications companies, Federal land agencies, and local Chambers of Commerce.

Created in 1914 to "aid in diffusing among the people of the United States useful and practical information," the Cooperative Extension System has played an active role in tourism education and development programming since 1947. Through its partnership with State and local governments, Extension provides technical assistance to citizens in each of the country's 3,105 counties and through the four Regional Rural Development Centers. Because of this partnership and its access to the resources of the land-grant university system, CES has the capacity to provide a range of services and resources that is unmatched by any Federal or State agency or the private sector.

This report details the Cooperative Extension System's role and history in tourism development; the skills of its tourism specialists; descriptions of Federal efforts and State programs; private and public support for the Extension approach to tourism development; and a vision for the future. It shows Extension's commitment to play a significant role in tourism development in the United States.



# COOPERATIVE EXTENSION SYSTEM EFFORTS IN SUPPORT OF THE DEVELOPMENT OF THE U.S. TOURISM INDUSTRY

## INTRODUCTION

As communities begin to grapple with national and global economic changes, they begin to look for specific development strategies that might generate jobs and incomes for their citizens. Many look to the traditional strategies of business attraction and industrial development as their primary method. Others look to tourism because they recognize that they may not have the employee-base, infrastructure, or capital to undertake industrial efforts, or that their natural resources could be developed as an attraction. The notion that tourism is perceived as "cheap," "easy," "clean," and does not require a highly-skilled labor force may be another reason communities find tourism an attractive option. Tourism is the nation's third largest industry, the largest U.S. export, 6.5% of the U.S. Gross National Product (GNP), and the only growing sector of all rural industries.<sup>1</sup> According to the U.S. Travel Data Center, tourism expenditures grew 43% between 1985 and 1990 and are expected to continue at that pace into the future. Most industrial sectors cannot match that level of growth, and with the perceived relative low-cost of tourism development, it is easy to understand why communities are drawn to tourism as an economic development strategy.

In their enthusiasm, communities may not recognize the amount of infrastructure and skills that are necessary for any tourism strategy to be effective, much less any adverse effects tourism development may create. It is also important to recognize how many different industries and businesses contribute to tourism. As communities investigate tourism as a strategy, they should start to see the size and type of commitments that are necessary to develop long-term marketable tourism destinations and attractions. Unfortunately, too many communities dive into tourism without thinking through the impacts on things such as community values, privacy, roads, police and fire services, sewer systems, wages and employment. Where do these communities go for help in investigating whether tourism is for them and who provides the technical assistance necessary to develop viable attractions? The answer is often State tourism departments.

By law, State tourism departments are primarily in the business of tourism *marketing and promotion*.<sup>2</sup> They work with attractions in the State and sponsor joint marketing, advertising, and develop tour packages with the goal of bringing tourist

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<sup>1</sup> Tourism Facts: 1991, The Travel and Tourism Government Affairs Council, Washington, D.C., p. 1.

<sup>2</sup> For example, according to the Tennessee Code Annotated (TAC) §4-3-2204, the mission of the Tennessee Department of Tourism Development is as follows: "The tourism division shall promote new investment in the tourist industry, provide comprehensive services to existing tourist enterprises, promote in other states the attractions of Tennessee, distribute Tennessee information publications and supervise the system of welcome centers in the state." Specific powers and duties include the distribution of literature, create publicity to attract tourists, business attraction, in-state promotion, and to coordinate related efforts with the private sector (TAC §4-3-2206).

revenues into the State. While some State tourism offices do provide technical assistance to communities and attractions to encourage their providing good experiences, the type and frequency of these programs varies greatly from State to State. The tourism programs of the Cooperative Extension System (CES) supplement and enhance State tourism efforts by providing community-based educational workshops and technical assistance on issues that are important to tourism development. This report provides a historical perspective of Extension's involvement in tourism development, descriptions of Federal and State programs, support for the Extension approach, and Extension's vision for the future of its tourism development efforts.

## EXTENSION'S ROLE IN TOURISM DEVELOPMENT

Established in 1914, the Cooperative Extension System was designed as a partnership between the U.S. Department of Agriculture and the land-grant universities, which were authorized by the Morrill Acts of 1862 and 1890. Legislation in the various States has enabled local governments or organized groups in the Nation's counties to become a third legal partner in this educational endeavor. The Congressional charge to Cooperative Extension through the Smith-Lever Act of 1914 is far ranging. Today, this educational system includes professionals in each of America's 1862 land-grant universities (in the 50 States, Puerto Rico, the Virgin Islands, Guam, Northern Marianas, American Samoa, and Micronesia), the District of Columbia, in the Tuskegee University and sixteen 1890 land-grant universities. CES with its 74 affiliated colleges and universities and its network of agents in each of the country's 3,150 counties provides an impressive outreach, research, and educational system that are unmatched by any other Federal or State Department, agency, or organization.

Congress gave Extension the mission "to aid in diffusing among the people of the United States useful and practical information on subjects relating to agriculture, home economics, and rural energy, and to encourage the application of the same."<sup>3</sup> Extension's history is to provide education and technical assistance to agriculture and other sections of the economy. Extension's role in tourism is that of educator, facilitator, and developer.

Extension is an educator in that it works to empower communities and community leaders by providing them the skills necessary to lead their communities toward economic self-sufficiency. It is a facilitator in that it encourages open communication and collaboration among all private and public sector agencies involved in economic development and is ready to help in creating such an atmosphere in all communities. As a developer, Extension helps communities and

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<sup>3</sup> This role has been further defined over the years through subsequent legislation.

local businesses to create new enterprises, improve business management skills, and conduct assessments of their potential as tourist attractions.

The purposes of Extension tourism development programs include: (1) promoting economic development, (2) creating jobs, (3) acting as a catalyst for industrial development, (4) contributing to the development of a diversified economy, and (5) supporting infrastructure development. The CES does not promote tourism as an end-all/ be-all strategy for economic development. It is just one part of a community's total development strategy. Nor does it lay claim to all components of tourism development. Extension sees itself as a collaborator and partner with other Federal, State and local agencies with the intent of providing the widest range of educational and technical assistance programs that supplement or enhance the programs of its sister agencies.

Extension tourism programs can be categorized into five types: (1) those designed to establish foundations for long range development and management of local/regional tourism industries; (2) those designed to meet an immediate short term objective; (3) those designed to help individuals and encourage business development; (4) those designed to assist with specialized or target markets; and (5) targeted skill enhancement programs. Long range development programs focus on processes and community resource development, including organizational development, conceptual and master planning, and management and leadership. Short-term programs include courses in hospitality training, how to create a brochure, marketing strategies, and business start-up. Individual and business development programs include: cash flow management, starting a bed and breakfast, fee hunting or fishing, starting a craft business, and marketing small businesses. Specialized programs include seminars in eco-tourism, heritage tourism, agricultural tourism, and cultural tourism. Other programs include special research projects, economic impacts and analyses, community resource development, and demonstration programs.

CES believes that a deliberate outcome-oriented process of community assessment, strategic planning, developing local leadership, and technical training is key to increasing the potential for success in any tourism development effort and is working continuously to implement this vision across the Extension System. The CES has developed programs that address these issues individually and collectively. What is most impressive about the Extension approach is that the process can be used by a community or region to assess any sector of the economy, whether it is manufacturing, service, or tourism. The knowledge and skills needed by the community are essentially the same. This approach is only now receiving the level of interest and development that it deserves.

## EXTENSION HISTORY IN TOURISM DEVELOPMENT

The CES has played an active role in tourism education and development programming for almost 50 years. Extension's first recorded efforts in tourism were begun by three Michigan specialists in 1947. This was in response to a request the



State tourism industry made to the Michigan legislature for Extension assistance similar to that given to farmers. Michigan State now houses one of the foremost tourism development centers in the United States. Increased Extension interest in tourism development began in the mid-1950's as part of Extension's Congressional mandate to conduct educational programs in the area of rural development. The third State to undertake Extension programming in tourism education is Wisconsin. The North Central region of the United States, and particularly the Upper Midwest States, were most active in tourism then and continue their involvement today.

It was the Extension Service, U.S. Department of Agriculture (ES-USDA), the federal partner of CES, that encouraged an Extension program for tourism in Minnesota by selecting three of the state's counties, in 1959, for a rural development project on fishing resorts. ES-USDA encouraged the Minnesota Cooperative Extension Service to recruit a tourism specialist. In 1961 a specialist was hired, and he continues to play a key role in Extension's tourism effort.

Extension Recreation Specialists organized and met as a group for the first time in 1967. This was to alert Extension staff to the importance of tourism as an industry and to define Extension's role in rural tourism education and development. Other System-wide meetings on tourism were held in 1971, 1979, 1989, and 1992. Extension and tourism professionals from 33 States participated in the Fourth Extension-wide National Tourism and Recreation Training Workshop in 1992. These meetings bring together Extension tourism specialists, agents, State and Federal tourism professionals to study, discuss and explore the latest Extension and research programs in travel and tourism. The next System-wide meeting is planned for the Spring of 1995.

As an example of Extension's early commitment to tourism, during Fiscal Year 1975, Extension staff members devoted approximately 168 staff-years to recreation and tourism educational programs. About 54 percent of the time was used in 4-H youth development programs. Twenty-five percent was used in assisting communities with providing recreation and tourism facilities and services. Another 20 percent of the time was devoted to the development of marketing skills within the private sector.<sup>4</sup>

In 1978, CES issued a program statement titled "Recreation and Tourism--Challenges and Opportunities for Cooperative Extension." This statement was a response to an Extension Administration request for an analysis of the present and future implications of the practical uses of leisure and tourism as it relates to human and community development. At this time, Extension programs in tourism were focused in three areas: programs for individuals and families, public and private suppliers, and community leaders. The individual and family programs included "helping families engage in leisure pursuits, selecting fulfilling lifestyles, improving natural resource management and recreational services and commodities." Extension's public and private supplier efforts included "educational guidance and

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<sup>4</sup> Recreation and Tourism: Challenges and Opportunities for Cooperative Extension, 1978.

assistance . . . in the planning and development of parks, recreational areas, and service facilities for the recreational traveler." A few examples include: investment decisions in recreation business management, understanding recreation marketing, development of forestry and wildlife, and understanding problems of soil and land use. Tourism programs for community leaders focused on the social, economic and political costs to both local residents and tourists, and on developing the leadership skills of local community leaders to help them plan and to develop realistic guidelines to minimize the costs. As a result, community leaders would need guidance and assistance in this evaluation process. Specific Extension programs included:

- Community resource development: to study and analyze recreation facility needs.
- Cultural development: to plan programs in the performing arts and in describing indigenous peoples and history.
- Equal opportunity: to assure equal access to recreational opportunities for all including those with special needs such as disabled and aged.
- Economic development: to generate jobs and increase the tax base through recreation and tourism.
- Work force deployment: to increase job opportunities through increased tourism.

These program areas can still be found in ongoing Extension tourism development programs.

In January 1988, the first "Extension Service UPDATE--Tourism and Commercial Recreation" was issued for those in CES with an interest in tourism. As of today, 26 editions of this newsletter have been sent to a mailing list of about 400. Of this total, about 250 are in Extension or at land-grant universities. The newsletter is intended for Extension employees as an information exchange, but anyone in the tourism industry is welcome to subscribe to it. The 150 or so non-land-grant professionals on the mailing list include: Chambers of Commerce, State tourism office employees, convention and visitors' bureaus, private consultants, bed and breakfast proprietors, State and Federal agencies with tourism interests, regional tourism associations, State park employees, and tourism writers. Articles in the UPDATE provide information on tourism innovation, strategies, educational program development, and research efforts in recreation and tourism. There is no charge for the UPDATE newsletter.<sup>5</sup>

The latest development in Extension tourism programs is the OuR-TOWN tourism development program. Originally conceived in 1991 to be an information

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<sup>5</sup> Another ES-USDA newsletter, the Communities in Economic Transition Alert, also contains information on Extension and other Federal, State, local governments and private sector programs in tourism and economic development. The CET Alert is published every other month and has a circulation of approximately 2,000 subscribers.

resource for the traveling public, it has evolved into a detailed process of coordination of programs, leadership development, assessment, education, and marketing and promotion. One of OuR-TOWN's primary goals is to teach communities the skills necessary for investigating and deciding whether to adopt tourism as part of their economic development strategy. This process, while focusing on tourism, could easily be adapted to investigate the feasibility of any other industry or issue facing a community. OuR-TOWN will be discussed in greater detail later in this document.

## SPECIALIST KNOWLEDGE AND SKILLS

Many State Tourism Specialists are trained specifically in tourism development with about three-fifths holding master's degrees and two-fifths doctorates. Many CES Tourism Specialists have joint appointments or working relationships for teaching and/or research with organizations such as those listed in Appendix 1. This means that besides their normal responsibilities, Extension tourism specialists consult with communities and business within their own State and across State lines. Federal agencies such as the U.S. Travel and Tourism Administration and the Economic Development Administration have used Extension Tourism Specialists to write tourism development guidebooks and to undertake specific development projects.

As part of their own internal development processes, State Cooperative Extension Services and the land-grant universities require all staff to attend training classes, seminars, and workshops to keep current on developments and improvements in their perspective areas of expertise. Extension Tourism Specialists are no exception. Many State Tourism Specialists have, for example, received advanced degrees in tourism from the well-respected program at Texas A&M University, or supplemented their training at tourism development training seminars such as the one offered by Michigan State University's Travel, Tourism and Recreation Resource Center.

Extension specialists may hold teaching faculty positions at a land-grant university. As such they teach courses in tourism or economic development at the undergraduate, graduate, and postgraduate level. Many of the country's tourism professionals with degrees in recreation and tourism were instructed by faculty with joint Extension appointments.<sup>6</sup>

Research is a critical component of all Extension economic development programs. It is widely recognized that tourism is viewed as either a savior or a "strategy of last resort" to many communities that are facing some form of economic stress. As was discussed earlier, these communities need information and technical assistance to help them understand all aspects of tourism or economic development

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<sup>6</sup> A joint appointment is a one where part of the Specialist's time is spent teaching and the other part is spent doing Extension outreach in communities throughout the State.



before they commit scarce resources to what could easily be a very risky venture. CES has developed hundreds of publications, videos and workbooks on the topic of tourism development, and each year conducts dozens of workshops and television programs on the topic. States with Tourism Centers publish statistical guides or work with the State Tourism Office to prepare reports for the industry and the Legislature.

Over the years, Extension programs and research in community and economic development have spawned many well-respected programs such as business retention and expansion visitation programs, economic input/output modeling programs, and tourism development. The CES has trained thousands of citizens and economic development professionals in leadership, planning, and program development and has collaborated with many Federal and State agencies in their rural development programs.<sup>7</sup>

## EXTENSION-SYSTEM EFFORTS IN TOURISM DEVELOPMENT

**Base Programs** are the major educational efforts central to the mission of CES. These can be described as ongoing priority efforts. Currently, there are seven base programs within CES.

The base program in economic development is known as the "Community Resource and Economic Development" (CRED) base program. These educational programs target development of all community resources, emphasizing economic viability. Improved business management, commercial and small business development, job creation, and local government support are the focus. To increase community vitality and aid socioeconomic transitions, programs include community services and facilities, housing, and human development through leadership and public policy awareness. Tourism development is part of the CES Base Program.

CES is responsible for the following tourism development programs under the CRED base program:

- Establish a national tourism policy for the CES, supporting tourism as an economic development tool. (This policy for Extension was suggested by the National Extension Travel and Tourism Advisory Committee. The Committee's purpose is to guide coordination of the strategic plan outlined at the conference, "Future Tourism Development: Programming in the Cooperative Extension Service for the Next Millennium," held in Wisconsin in 1992.)
- Develop a core program with instructional materials as Extension's national program in tourism.

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<sup>7</sup> It is important to emphasize that the level of assistance the CES can provide to communities varies widely from State to State. Not all CES departments give as high a priority to community development as they do with other programs. But the fact remains that the majority of County agents provide some leadership in economic development in their community even though they are not recognized nor evaluated for having done so.

- Collaborate with other agencies and private enterprises to host State and multi-State educational programs for tourism development.
- Develop or compile a series of tourism education materials for CES personnel.
- Encourage each State to provide, at a minimum, the core program in tourism development.

**National Initiatives** are CES's commitment to respond to important societal problems of broad national concern with additional resources and significantly increased effort to achieve a major impact on national priorities. The CES considers the economic situation of small and rural communities a serious concern. The CES goal is to aid communities in strategic planning for economic development. Central to this process will be to train and empower leadership in these communities and to develop effective and responsive collaborative networks. CES can draw on the expertise of locally-based Extension professionals nationwide to help communities in economic transition throughout the Nation. Extension's current National Initiatives for rural economic development is the "Communities in Economic Transition" (CET) National Initiative.

The CET Initiative further focuses Extension's CRED programs by targeting two fundamental needs: (1) strategic planning for economic development; and (2) business assistance and enterprise development. The Cooperative Extension System is in a unique position to provide assistance to counties and communities by providing effective education and technical assistance programs that teach them how to identify and deal with changing economic conditions. County Extension offices, together with land-grant university expertise, research and assessment capabilities, help communities gain greater levels of knowledge and expertise through Extension-run programs than through similar private sector programs. The goal is to increase the capacity of the local citizenship in understanding changing economic conditions and to empower them with the knowledge necessary to decide for themselves which course of action to pursue. The combination of the CET Initiative and the Extension base program in CRED provides a solid foundation for community-based economic development.

Strategic planning is critical to any program's success. CES has the expertise, research base, and materials to provide planning assistance to rural communities so local decisionmakers can understand the issues, make sound decisions, develop strategies for implementation actions, and evaluate, measure, and document outcomes and impacts. Extension business assistance programs focus on training, technical support, enterprise development, market development, and demonstration projects for targeted sectors. These programs are designed to work with State and local entities providing assistance to these sectors. CES programs include business retention and expansion (R&E), retail development, home-based business development, global marketing, youth entrepreneurship, and tourism.

As part of the development of the strategic plan for carrying out the CET Initiative, a "National Tourism Design Team" was formed to recommend how CES could best provide tourism development programs to rural communities. The team

was charged with assessing current levels of System expertise, evaluating the sophistication of ongoing educational activities, assessing the usefulness of educational activities and research for guiding private sector development, to identify and refine development tools, and provide intensive training to enhance staff competencies in tourism-related areas. The Design Team recommended the CET focus on the following six program areas for tourism development:

- Public awareness education focused on opportunities in rural tourism development.
- Education and technical assistance for community tourism assessment.
- Planning and development.
- Marketing and promotion.
- Leadership, management, education, information sharing and technical assistance.
- Demonstration projects.

Each of these components was seen as critical to the development of an effective tourism industry, whether one already existed or was being developed. The Design Team's report played an important role in the development of one of Extension's most exciting tourism development projects: OuR-TOWN.

OuR-TOWN, which stands for On-line Recreation and Tourism Welcome Network, is intended to help communities undertake a process of empowerment, collaboration, strategic planning and thinking, education, leadership development, and marketing to develop a local and regional tourism sector that is complementary to existing industries and local values. It incorporates Extension's vast tourism research findings and components of existing Extension tourism development programs such as business Retention and Expansion (R&E), hospitality training, brochure development, and others into a comprehensive program. The process communities will undertake as part of OuR-TOWN is useful not only for tourism development but for agriculture, manufacturing, and any other industry as well. The most visible component of OuR-TOWN is an electronically accessible data base of small and mid-sized tourism attractions that will include pricing information, photographs, directions, and other information necessary for travel planning. OuR-TOWN tourism data could be made available through sources such as personal computers, kiosks at State welcome centers, and hotel room television sets. OuR-TOWN's potential has been recognized by groups such as the Rural Tourism Development Foundation, Members of Congress, and the National Council of State Travel Directors. It has also attracted the interest of the National Park Service, the Bureau of Land Management, the Appalachian Regional Commission, and the Tennessee Valley Authority.

OuR-TOWN has the potential to revolutionize the way tourism development occurs, the way consumers approach travel planning, and the manner in which the travel industry provides information on attractions and destinations to the public. OuR-TOWN is currently under development at Utah State University and is targeted



for roll-out in mid-1994. ES-USDA and Utah State have dedicated staff and resources to the development of education and marketing materials and, in partnership with Bonneville International Corporation, are developing an electronic marketing system to promote rural tourism destinations across the country and internationally. Pilot projects are underway in the States of Georgia, North Carolina, South Carolina, and Tennessee, and in Utah, Nevada, Idaho, and New Mexico. Some of the initial funding for OuR-TOWN was provided by the Tennessee Valley Authority.

### **Federal Collaborative Efforts**

ES-USDA is founder and co-chair of the Federal Tourism Task Force (FTTF) with the U.S. Travel and Tourism Administration (USTTA). The FTTF is a task force of the Monday Management Group of the National Initiative on Rural America, which has established and funded 42 State Rural Development Councils across the United States. The purpose of the FTTF is to define the Federal programmatic role in tourism and to develop collaborative relationships and programs among all Federal agencies involved in tourism. Since its formation in 1992, the FTTF has undertaken a strategic planning and information development process, heard presentations from State and regional tourism development organizations, and made formal presentations before the Congressional Travel and Tourism Caucus, and the U.S. House of Representatives Committee on Small Business, Subcommittee on Procurement, Taxation, and Tourism. ES-USDA also chaired the groups that prepared the Report of the Federal Task Force on Rural Tourism for the Tourism Policy Council (TPC) and the Report of the Policy Committee on Rural Tourism Development to the TPC on Rural Tourism Enterprise Zones.

Section 6004 of the Intermodal Surface Transportation Efficiency Act (ISTEA) calls upon the Department of Transportation (DOT) to provide technical assistance to communities in tourism development. ES-USDA has been approached by the DOT's Local Technical Assistance Program (LTAP) to provide technical and programmatic assistance in tourism development to DOTs Technology Transfer Centers. The goal is to provide communities with technical assistance in transportation as it relates to tourism. The first year of this relationship will focus on helping Native American areas of the United States. Extension and DOT will develop a complete tourism development package that will include self-help guides, instructional video tapes, facilitator guides, student textbooks, and surveys that will guide communities through a strategic planning and educational process so they can effectively and intelligently determine their capacity for tourism development.

The Appalachian Regional Commission collaborated with CES to conduct bed and breakfast educational workshops to promote and strengthen this industry's potential throughout the Appalachian Region. The Cooperative Extension System conducted approximately 80 percent of all workshops.

ES-USDA has also collaborated with the U.S. Forest Service to conduct workshops and conduct research in tourism and economic development. It is not uncommon for many National Forest Supervisors to request assistance from State

Extension personnel to provide planning, assessment, and educational programs and expertise in support of Forest Service projects.

## STATE EXTENSION EFFORTS IN TOURISM DEVELOPMENT

Currently, 33 States have active tourism development programs (see Appendix 2). Appendix 3 lists the types of tourism programming currently offered by CES. For example, the Extension Tourism Center at the University of Minnesota provides a vital link between University research and Minnesota's \$5 billion tourism industry. Its mission is to focus university research on issues directly related to tourism and to transmit that knowledge to people engaged in all aspects of the industry. A variety of educational experiences are offered by the Center. Research related to tourism includes: public recreation resources, economic impacts of tourism, small business development, tourism business management, tourism marketing and visitor statistics. Seminars, workshops and other programs offered through the Tourism Center include: business financial and management planning, tourism marketing information, starting a small business, landscaping and site management, youth training for entry-level jobs, developing and managing community tourism and managing events and festivals.

CES and Sea Grant Extension specialists provide tourism development assistance to community development and business development agencies.<sup>8</sup> The principle educational assignments of these agents, especially county agents, are in other areas--such as agriculture, home economics or 4-H. Yet each has programmatic responsibilities in community development, which includes tourism. CES Tourism Specialists also receive educational and research support from the four Regional Rural Development Centers.

ES-USDA is conducting an in-depth survey of all Extension-related tourism activities. A report containing the results of this survey will be available by January 1994.

The following are examples of State Extension efforts in tourism development.

### Kentucky

Kentucky Extension administered a Congressionally-mandated three-year project on tourism development in the southern part of the State. The purpose of the project was to address the severe and widespread economic depression existing throughout much of southern Kentucky, particularly in the area conforming to the 27 county Fifth Congressional District, and how those conditions could be changed through tourism development. ES-USDA provided \$178,000 in funding for this

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<sup>8</sup> Sea Grant programs can be found in States which border major bodies of water. This includes all State that border the Great Lakes, the Atlantic and Pacific Oceans, and the Gulf of Mexico.

project. Key components of this development included programs in problem identification and problem solving, leadership development, community involvement, assessment of the area's tourism potential, promoting regional tourism development, conducting economic and social research and evaluation, and analysis of economic investments and trends among others. Tourism infrastructure investments of over \$75 million can be directly attributed to the project. Economic growth from both new tourism businesses and attractions and from revitalized and modernized businesses far exceed \$100 million. Results of these efforts include: \$14.5 million for the Jamestown Resort and Marina--a key "starter" project in Renfro Valley; \$7.5 million for the Music Park and Museum; 5 new motels in the London/Corbin area; and increased tourist visitation at the Lake Cumberland State Park, making it the most visited of Kentucky's 15 park system.

## Michigan

In 1984, the Michigan Agricultural Experiment Station (AES) provided funding for Michigan State University's (MSU) Department of Park and Recreation Resources to assess the research needs of Michigan's travel and tourism industry. A broadly representative group of industry experts concluded that not only was the investment in industry related research limited but access to research outputs were a problem. It was recommended that a "data clearinghouse" be created.

In 1985, the Michigan Travel, Tourism and Recreation Resource Center was created at MSU with base funding support from AES and the Cooperative Extension System. The State's appropriation to AES and CES were each increased \$100,000 to support the Center. State Senator Connie Binsfeld and a bipartisan group of key legislators led the effort to increase appropriations to maintain the Center at MSU. The Legislature's purpose for funding the Center is to stimulate economic development. The Center's mission is "To support the economic development of Michigan's Travel, Tourism, and Recreation Industry." The premise under which the Center operates is that ready access to better research and technical assistance gives Michigan's industry an edge over its competition.

Michigan's programs have evolved to meet the changing needs of the travel, tourism and recreation industries. Its current major programs include:

- Michigan Travel Activity Monitoring and Forecasting: includes monthly, seasonal and annual tracking reports and an annual forecast.
- Information Clearinghouse Services: The Center responds to an average of 150 requests a year from the Michigan travel industry. The State's annual tourism report has doubled in length from 309 pages in 1986 to over 600 pages in 1992.
- Research Services: The Center recently completed the first comprehensive inventory of the State's travel and tourism industry. The inventory involved conducting mail surveys of businesses in each of the principal sectors of the industry: lodging, restaurants, charter boat operations, golf facilities, ski areas, campgrounds, and tourist attractions. This project was funded by the Michigan



State Travel Bureau with matching funds provided by the AES and MSU Extension.

- Education and Technical Assistance: The Center interacts directly with clients through, for example workshops, but its goal is to provide assistance to those in daily contact with businesses in the industry in particular through MSU Extension with representatives in every county (83).

## Minnesota

Two forces have driven the formation and expansion of the Minnesota Center for Tourism. One is the significant size of the State's \$5.5 billion tourism industry, which employs more than 100,000 Minnesotans. The second is an increasing need for education and research. Private and public decision-makers seek information about tourism, such as what policy options are available and what are the likely consequences of implementing those options.

A committee was formed at the University of Minnesota to document the size and information needs of the tourism industry in Minnesota and to communicate findings to public decisionmakers. The committee recognized the risks involved in a university decision to mount a major effort in tourism due to the industry's size and complexity. Nevertheless, the decision was made to go on. The role for the university was defined as meeting the research and adult-education needs of the industry. State support for the effort was sought, resulting in increased funding and the formation in 1987 of the University of Minnesota Center for Tourism, which is operated by the Minnesota Cooperative Extension Service.

The mission of the Center is to develop and deliver "a comprehensive system of educational programs, needed research and useful communication" to the Minnesota tourism industry. To achieve this mission, the Center:

- Is located at the Minneapolis and St. Paul Campus with the capacity to reach out to the entire State through the Extension network and the university's coordinate campuses.
- Has a staff that consists of a full-time director, four faculty members, several graduate students, a part-time Associate Director at the University of Minnesota at Crookton, and a wide range of specialists to work on various projects.
- Maintains a close relationship with the Minnesota Office of Tourism and its three regional offices.
- Has appointed a Tourism Industry Advisory Council of about twenty members representing tourism business owners and operators, associations, and public agencies.

The program of the Center is targeted to a variety of audiences: individual business owners and managers, private associations and organizations, public officials and community leaders. Prior to the establishment of the Center, Extension tourism

programs focused mainly on resort and campground management and community tourism development. Creation of the Center has expanded the program to include: event and festival management, natural resource based tourism, bed and breakfast operations, and water development on Lake Superior.

The Center has produced several printed and audiovisual materials for use in conducting workshops and conferences. Using \$100,000 in grants from the Economic Development Administration (EDA), Minnesota produced a Rural Tourism Development Training Package called "Turn It Around with Tourism." The goal of the multi-faceted program is to train rural community leaders to improve and market their area's tourism and travel appeal. The educational package includes:

- A comprehensive development handbook;
- A videotape profiling successful tourism efforts;
- A Minneapolis conference for tourism representatives and
- The widely-acclaimed national satellite video-conference viewed by nearly 3,000 persons in 32 States.

Participants in the video-conference found it very effective. They cited the Minnesota Extension team for its creative use of distance technology to convey information on rural revitalization in a highly polished and professional manner.

Minnesota has also been active in tourism development in the third world. Based upon its work in developing the "Turn It Around with Tourism" model, the governments of the African country of Ghana and the Asian country of Thailand are using Minnesota Extension staff and expertise to develop an "Extension-like" tourism development program in their countries.

## Missouri

The University of Missouri Extension's tourism programs began in 1966 with a graduate student working in the Department of Recreation and Park Administration with the Missouri Department of Community Development. Leadership continued to be provided on a part-time basis until 1971 when a full-time State Extension Specialist was hired. Extension has continued to provide a State Extension Specialist working with community leaders to develop tourism as an economic development strategy and in providing technical assistance to private businesses related to tourism.

The University of Missouri-Columbia offers academic programs in several areas of the travel and tourism industry. Degrees are available in Hotel Management, Food Service Management, Parks, Recreation & Tourism, Marketing, Business and other related fields. Credit and noncredit programs are available Statewide through the University Extension program. The Extension program is provided through the State by a State Extension Specialist who works with the State Extension Field Staff, Missouri Division of Tourism, tourism associations, chambers of commerce and tourism related groups.

The primary goal of the Extension travel and tourism effort is to improve the economic conditions of the State through educational programs designed to help individuals and communities use travel and tourism as a part of their economic development plan. To meet this goal the Missouri Extension Service provides educational programs in the following areas:

- Public Awareness Education: Designed for those communities with limited understanding and development in travel and tourism, this program offers insights into the real world needs and demands of the tourism industry.
- Planning, Development, and Management: After a community analyzes their potential for tourism, they make decisions about the type of development they want. Extension offers a program at this level to help them establish an appropriate organizational structure for tourism development and promotion. Workshops are also conducted on planning, development strategies, and business management.
- Research: Missouri Extension is also helping to expand the State database on tourism information through various research projects. In 1984 they conducted a statewide study on tourism with the Missouri Division of Tourism.
- Educational Materials: Extension provides many publications about the travel and tourism industry including economic and community development materials, as well as "how to" materials for business and industry.

The Economic Development Administration and U.S. Travel and Tourism Administration contracted with the University of Missouri Extension Service to develop manuals on tourism development. The first, titled "Tourism USA: Guidelines for Tourism Development" was first published in 1978, reprinted in 1979, revised and reprinted in 1986, and revised and reprinted in 1991. Topics addressed in "Tourism USA" include:

- |                                |                         |
|--------------------------------|-------------------------|
| • Appraising Tourism Potential | • Planning for Tourism  |
| • Assessing Product and Market | • Marketing Tourism     |
| • Visitor Services, and        | • Sources of Assistance |

The latest, titled "Tourism Development: a Guideline for Rural Communities" addresses those issues rural communities must face when developing tourism industries. The principal author of these manuals, Dr. Glenn D. Weaver, is also chairperson of the Communities in Economic Transition (CET) Tourism Design Team. The latest was designed as an overview of tourism and a process rural communities may take while planning for tourism as an economic development strategy. Issues it addresses include:

- |                                   |                                  |
|-----------------------------------|----------------------------------|
| • Assessing tourism potential     | • Getting started in tourism     |
| • Assessing potential costs       | • Identifying potential benefits |
| • Analyzing economic, social, and | • Planning for tourism           |



- demographic information
- Leadership identification & development
- Evaluation
- Marketing and promotion

These books are used extensively by communities interested in tourism development and are often cited as two of the most user-friendly tourism development tools available.

## New Mexico

New Mexico State University Cooperative Extension Service in Partnership with the Center for Hospitality and Tourism Studies is administering a three-year program for rural tourism development. The program is known as the "Rural Economic Development Through Tourism" (REDTT) grant project. The \$230,000 per year grant, appropriated by the Congress through ES-USDA, funds education, training and development in an eight-county region in southeastern and western New Mexico. The Counties included in the region are: Eddy, Dona Ana, Lincoln, Chavez, Otero, De Baca, Lea, and Sierra.

A 25-member regional task force has been established to represent the citizens and businesses of each county. The CES leaders, with the State's Travel and Tourism Director, community leaders from business, industry, education, and other entities compose the task force. This group is approaching tourism development across county lines by working together to develop and promote New Mexico as a destination area.

The programmatic focus of the New Mexico REDTT is on the fundamentals of tourism development. Specific program areas include:

- Organization: Creating regional tourism task forces, county tourism councils, undertake county strategic planning sessions, and conducting tourism resource inventories.
- Technical Assistance: Improving local capacities to develop and maintain tour development and creating a long-term tourism evaluation processes. Special attention is being provided to Native American lands and attractions.
- Training and Education: Providing assistance to communities and businesses in issues such as hospitality training and attraction development.
- Marketing and Promotion: Assistance in developing marketing plans for rural New Mexico and the publication of "Newline - New Mexico Tourism," a newsletter promoting attractions throughout the State.

## Utah

Utah State University is developing the OuR-TOWN program. The purpose of this program is to create meaningful tourism development strategies for regions and communities and to help implement and sustain such development through Extension research, education and technical assistance. Access to the OuR-TOWN

database can have the greatest impact only after a community has completed the entire program, due to the community/region having developed an understanding of tourism and how it affects their economy from start to finish. Completing the OuR-TOWN strategy means a community will have:

- A working strategic plan
- Completed leadership training
- Identified products and services to promote
- Identified its strengths and weaknesses
- Developed hospitality skills in local employees and
- A readiness to enter marketing programs developed by its State Department of Tourism

CES has developed hundreds of publications, videos and workbooks on the topic of tourism development, and each year conducts dozens of workshops and television programs on the topic.

### Wisconsin

The University of Wisconsin's Tourism Research and Resource Center (TRCC), has a team of specialized educators who serve as consultants and resource people for the State's 30,000 tourism and recreation businesses. The mission of the TRCC is to provide education, counseling, and research for individuals, businesses, organizations, and communities associated with the hospitality-recreation-tourism industry. The focus on educational activity is on improved decision making of managers in the private and public sectors. The TRCC has served Wisconsin's tourism industry since 1969. Formerly known as the Recreation Resources Center, the Center has a long history of education and assistance.

The TRCC is a vital link between Wisconsin's over \$6 billion tourism industry and the resources of University of Wisconsin System. Tourism specialists, who are also University faculty and staff, provide the core of expertise for the TRCC. Centered in Madison, the TRCC draws on faculty throughout the University System to address tourism issues statewide. In addition, a network of county-based faculty provides a key element in this university linkage between the private and public sector. These county agents work in collaboration with tourism specialists from the TRCC to address the specifics of local tourism issues and concerns.

Specialists and agents both work to understand the issues and concerns of the tourism industry and address these problems through appropriate partnerships and creativity in research and outreach education. Specific tourism education and development programs offered by the Wisconsin Cooperative Extension Service include:

- Education: Providing workshops, seminars, and conferences in: management, marketing, tourism development, industry trends, and policy issues.

- Business Counseling: Assisting individual businesses with marketing, financial management, feasibility and investment decisions (the TRCC is designated as a Small Business Development Center by the U.S. Small Business Administration).
- Research and Information: Researching, analyzing and distributing information vital to the hospitality-recreation-tourism industry; conducting applied research to address current and future issues; and tracking industry trends.
- Tourism and Organizational Development: Assisting communities in tourism planning and development. Assisting in continued development of organizations and associations that serve the travel and tourism industry.

The TRCC also publishes many newsletters and reports that report tourism visitation trends, recent policy developments, and distributes this information to all segments of the tourism community.

### SUPPORT FOR THE EXTENSION APPROACH

In a report titled "Strategic Plan for Development in Rural America," the U.S. General Accounting Office (GAO) says that "the Federal government's role in rural areas must change from one of financier to that of facilitator and technical advisor."<sup>9</sup> Dr. Pat Long, Chairman of the National Rural Tourism Development Foundation, writes:

*"Successful development and management of a tourism industry requires three main ingredients: (1) leadership, (2) a planning process, and (3) technical assistance. If a community is lacking in any one of these, the chances for long term successes and sustainability of the tourism effort will be diminished. As the tourism development effort progresses, communities that are able to systematically plan for tourism are most likely to realize the benefits associated with the integration of these three key ingredients."*<sup>10</sup>

Rural residents testified that they needed technical assistance more than money during hearings held by the President's Council on Rural America in 1991. Bill L. Amick from Batesburg, South Carolina testified:

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<sup>9</sup> Strategic Plan for Development in Rural America, Fiscal Years 1993 - 1997, p. 10. The report does not imply that the Federal government should not finance projects. It suggests that the Federal role ought to move in the direction of focusing more on technical assistance than on project finance.

<sup>10</sup> Organizing Resources for Tourism Development in Rural Areas, p. 3.



*"We do not need handouts . . . We need . . . to empower local leaders to create their own vision and to develop their own strategies."*<sup>11</sup>

In its report to the President, The Southern Rural Development Initiative states: "Traditional development policy emphasizes the need for infrastructure development in physical terms--sewerage systems, water and roads. The knowledge needed for development is 'technical' in nature--business plans, feasibility studies, and market research."<sup>12</sup> In these days of tight budgets and "reinventing government," a wise strategy would be to invest in people by providing them with the educational and technical assistance they ask for together with traditional funding programs. Besides, unlike infrastructure or equipment, knowledge is never lost to other sectors of the economy--it is only underutilized. Providing knowledge and technical skills to people is Extension's strategy and strength in rural economic development.

## THE FUTURE FOR EXTENSION TOURISM PROGRAMS

CES will continue to provide education and technical assistance in tourism development as part of its CRED Base Program and the CET National Initiative. Extension constantly modifies or improves its program priorities, organizational structure and external relationships to meet the shifting needs and priorities of society. Extension's tourism programs are no exception. The efforts outlined in the section on Base Programming and National Initiatives will be conducted to the extent and intensity possible within existing resources.

CES realizes it cannot do the job of rural tourism development alone. The 1978 Extension report concluded "that the needed educational programming in recreation and tourism is much too big a job for Cooperative Extension alone. It must join hands with other recreation and park professionals at land-grant institutions, at other colleges and universities, and in the private sector." Extension will continue to form partnerships with other agencies--at the Federal, State and local levels--and with all actors involved in the tourism sector.

With expanded resources, CES could:

1. Establish expert teams. Regional support teams could be developed to work with State Specialists, 1890 community development (CD) contacts, Regional Rural Development Centers, territory and commonwealth CD leaders, CES Indian Reservation agents, area agents, and/or county level staff to provide support for the 2,600 counties under 50,000 in population experiencing economic transition. One of the targeted areas for assistance would be Rural Tourism Development.

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<sup>11</sup> Revitalizing Rural America through Collaboration: A Report to the President, Report of the President's Council on Rural America, p. 9.

<sup>12</sup> Rural Development Reconsidered: A Perspective from the South. p. 25.

2. Place at least one Tourism Specialist in every State. This would initiate a tourism development program in 18 States, and strengthen it in those with existing program. States with Tourism Specialists could provide training and retraining to other States and would be able to add specialized positions to their staffs with the additional funding.
3. Operationalize the community-based OuR-TOWN program nationwide. Emphasis would be placed on strategic planning and leadership, attraction and market development. It would also develop state-of-the-art development materials for use by communities exploring tourism as a development option. The most visible component is the OuR-TOWN tourism database, which would provide access to domestic and international marketplaces.
4. Provide educational and technical assistance to businesses, local tourism groups, and State governments in developing the capacity of an attraction to market, and provide services, to international travelers: Seminars could include: information on cultural differences, hospitality training and other special programs in international marketing, and the "new tourisms", i.e., eco-tourism, agri-tourism, and cultural, ethnic and heritage tourism.

## CONCLUSION

This report has presented an overview of the role, history, and programs of the Cooperative Extension System in support of the development of the U.S. tourism industry. We have described Extension's 46-year history in tourism development, highlighted Extension's authorship of many of the preeminent tourism development materials, and provided examples of State and Federal development and educational programs in tourism development. These facts clearly demonstrate that Extension has a unique role in tourism development within the United States. This role, if expanded, could provide an outreach capacity for all Federal programs that could not be duplicated by any other Federal, State, or private sector organization.

Communities need to understand clearly what is happening to their economy and what they can do about it. They need to know how to assess their situation and develop plans. They need to know how to consider a broad range of potential solutions. And, they need to know that it is o.k. to say that a given strategy is not for them. The role of leadership, planning, and technical assistance is critical to their success. The USDA and the CES are prepared to help fill the gaps between wanting to do something, knowing how to do it, and knowing how to do it wisely. Helping communities in this manner has been Extension's mission and success since 1914. It will continue to be so.

## APPENDIX 1

### Cooperative Extension System Collaboration With National, State and Regional Organizations (19)

#### National:

Travel Industry Association of America

#### Northeast:

Recreational Resources Program; Leisure Studies, Department of Landscape  
Architecture and Regional Planning, University of Massachusetts  
Center for Travel and Tourism Research; Department of Leisure Studies, College of  
Health and Human Services, Pennsylvania State University.

#### North Central:

Recreation and Park Resources, University of Illinois  
Hotel, Institutional and Tourism Management, Purdue University  
Hotel, Recreation and Institutional Management, Iowa State University  
Travel Tourism and Recreational Resources Center; Department of  
Recreation and Park Resources, Michigan State University  
Tourism Center, University of Minnesota  
Travel, Tourism, Recreation Resources Center Kearney State University, Nebraska  
Tourism Recreation Resources Center, University of Wisconsin.

#### Southern:

Recreation Resources Service; Department of Parks, Recreation, Tourism  
Management, North Carolina State University  
Department of Parks, Recreation, and Tourism Management, Clemson University,  
South Carolina  
Recreation, Parks and Tourism Sciences, Texas A&M University.

#### Western:

Recreation Resources, Colorado State University  
Department of Recreation Resources and Tourism; Department of Wildland  
Management, Idaho State University  
Department of Tourism, Convention Administration, University of Nevada  
Division of Hospitality and Tourism Services, New Mexico State University  
Institute for Outdoor Recreation, Utah State University  
Department of Geography and Recreation, University of Wyoming.



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APPENDIX 2Cooperative Extension Tourism Programs  
by Extension Region<sup>13</sup>CES States Offering Active Programming in Tourism Education (33):

<b>Northeast:</b>	Maine, Maryland, New York, Rhode Island, Vermont
<b>North Central:</b>	Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, Ohio, Wisconsin
<b>Southern:</b>	Alabama, Arkansas, Florida, Georgia, Kentucky, Louisiana, North Carolina, Oklahoma, South Carolina, Tennessee, Texas, Virginia
<b>Western:</b>	Alaska, Arizona, Colorado, Montana, New Mexico, Guam

CES States with Tourism Specialists (13):

<b>Northeast:</b>	None
<b>North Central:</b>	Illinois, Michigan, Minnesota, Missouri, Nebraska, Ohio, Wisconsin,
<b>Southern:</b>	Alabama, Kentucky, South Carolina, Texas, Virginia
<b>Western:</b>	New Mexico

CES States with a Tourism contact (10):

<b>Northeast:</b>	Massachusetts, New Hampshire, Pennsylvania
<b>North Central:</b>	West Virginia
<b>Southern:</b>	Mississippi
<b>Western:</b>	Idaho, Nevada, Oregon, Utah, Wyoming

CES States without a Tourism Program (11):

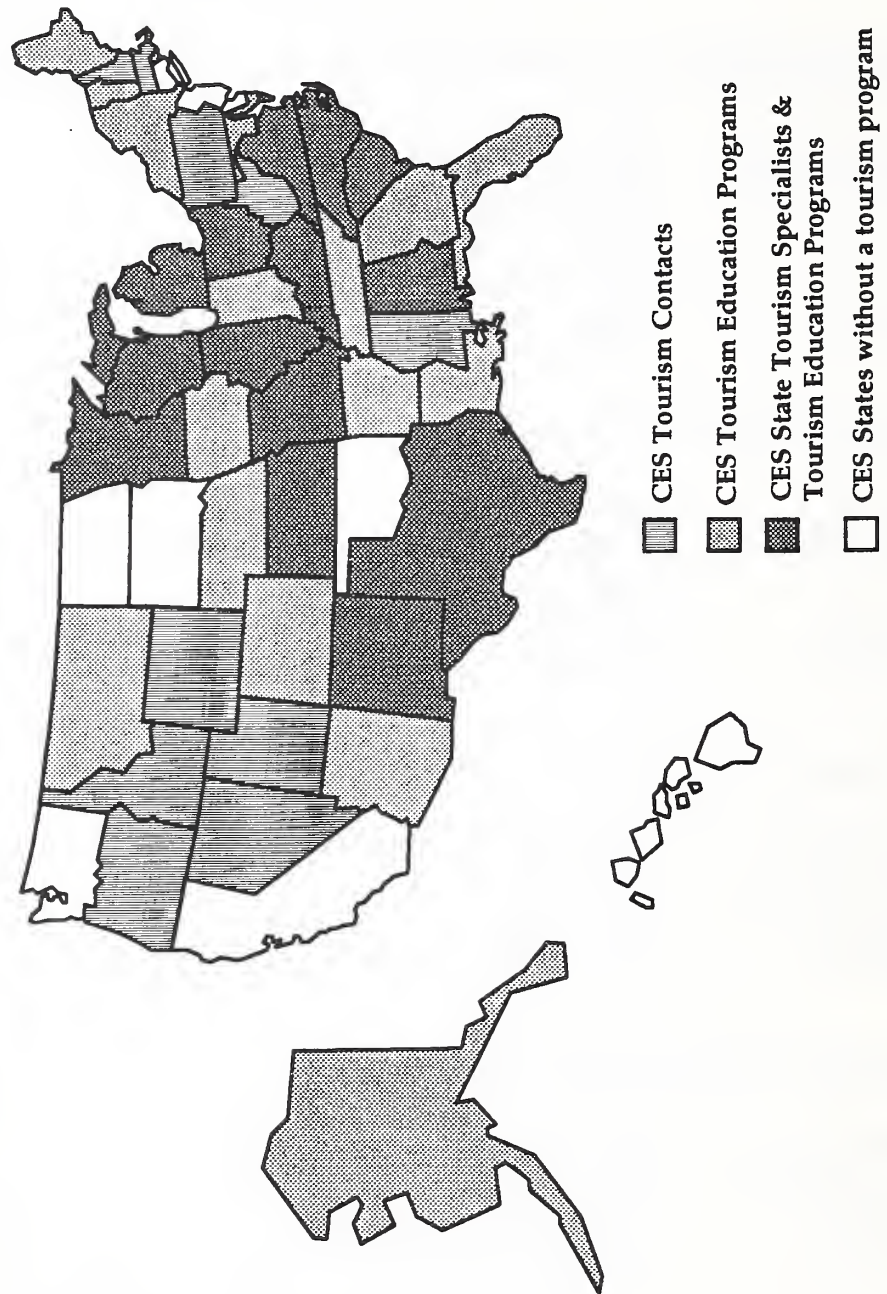
<b>Northeast:</b>	Connecticut, Delaware, District of Columbia, New Jersey
<b>North Central:</b>	North Dakota, South Dakota
<b>Southern:</b>	Puerto Rico, Virgin Islands
<b>Western:</b>	California, Hawaii, Washington

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<sup>13</sup> Extension's service area includes all 50 States, the District of Columbia, Puerto Rico, Guam and Virgin Islands.



# Cooperative Extension System Tourism Programs by State





## APPENDIX 3

Type of Programming Offered in State CES, by State:

AGRI-TOURISM:	GA, IL, NM, NY
ASSESSMENTS:	NC
ATTRACTIONS:	MN
BED & BREAKFAST:	AL, IL, MO, MN, NM, NY, OH, TN, TX, VA
BUSINESS DEVELOPMENT:	KY, MI, NC
CAMPGROUNDS:	MN, ME, NM, OH
COMMUNITY:	MN, RI, TX
DOWNTOWN REVITALIZATION:	LA
ECONOMIC IMPACTS:	AZ, RI
EDUCATION:	VT
FEE HUNTING:	TX
GAMBLING:	WI
GRANTSMANSHIP:	MO, TX
HERITAGE & HISTORICAL:	IL, MO
HOSPITALITY TRAINING:	AR, FL, IL, KS, KY, LA, MI, MN, NM, NC, OH
INTERNATIONAL:	GU, MI
LEISURE SERVICES:	AL, IL
MARKETING:	KS, KY, MI, MN, NM
NATURAL RESOURCES, ECO-TOURISM:	AZ, IL, MI, MN
ORGANIZATION:	LA, MI, NM
OUTDOOR RECREATION:	AL, AZ
PARKS & RECREATION:	AL, AZ
PLANNING AND DEVELOPMENT:	AR, AK, CO, IL, MO, MI, MN, MO, MT, NM, NY, NC, OH, OK, RI, TX
PROMOTION, COMMUNICATIONS, PUBLICATIONS:	IL, IN, KY, NM, OH, OR
RESEARCH, SURVEYS:	MI, NM
RESORTS:	MN, NM
RURAL:	OH, WI
SECOND HOMES:	WI
SOCIAL & CULTURAL:	GU
SPECIAL EVENTS, FESTIVALS:	AK, IL, KS, MI, MN, RI, TX
TOURISM:	AL, AR, GA, IL, IA, MN, OH, PA
TRAILS:	IL
WATER-BASED:	NC, OH
CHARTER BOATS:	AK, OH
FISHING:	GA
WINTER ACTIVITIES:	MI



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